



**2012-143**

**Module Description Catalogue  
“Economy and Businesses”**

**of the Higher Education Institution “Nehemiah Gateway”**

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**Nehemiah Gateway Albania**

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## Module Description: Introduction to Business Administration

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 770	Obligatory	I	65	85	150	5
<b>Lecturer</b>			Engjellushe Icka, Wolfgang Frisch			
<b>Language</b>			English			
<b>Aim of the Module</b>						
The students will gain a broad understanding of the process of historical development, present dynamic, as well as the practical experience through exercises, case studies and planning simulations, regarding the Enterprise Economy.						
<b>Content of the Module</b>						
Part of the module are as follows: The objectives and the history of the enterprise economy; Basic research concepts applied to the Enterprise Economy; Methods of Enterprise Economy; Object of experience and knowledge; Enterprise and the environment; Importance of decision making; Business forms and legal structures; Creating values in the work and leading process; Basic survey in trade emphasizing wholesale.						
<b>Learning Outcomes</b>						
By the end of the module, the student will be able to:						
<ul style="list-style-type: none"> <li>• Identify and understand the goals and the business structure's organization including, material, economic and logistic factors.</li> <li>• Identify and explain factors that influence the quality of service and its connection to the whole service process.</li> <li>• Apply appropriate business concepts and terminology, identifying work-related problems and in the leading process.</li> <li>• Analyze several defined problems utilizing basic business methods.</li> <li>• Solve basic problems using the recognized decisional making methods.</li> <li>• Cooperate constructively in a work group and be able to clearly defend a clear point of view while working in a team assigned to a complex task.</li> </ul>						
<b>Precondition(s)</b>		-				
<b>LITERATURE</b>						
<b>Required</b>						
Daft. R. (latest ed.). New era of Management. 11 <sup>th</sup> ed. (or newest). South-Western Cengage Learning.						
Gareth R. Jones. (latest edition). Introduction to Business: How companies create value for people, international ed. Boston: McGraw – Hill/Irwin.						
<b>Recommended</b>						

**Mode of Teaching and Learning**

Class - Seminar, individual and group study, homework, presentation, business simulation.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	50 %
<b>Project Work presentation</b>	1	40 %
<b>Participation in the lesson</b>	1	10 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Marketing I and Sales

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 773	Obligatory	II	65	85	150	5
<b>Lecturer</b>			Melissa St. Jones, Thomas Queisser, David Fagan, Engjällushe Icka			
<b>Language</b>			English			
<b>Aim of the Module</b>						
Students will master general marketing management concepts and understand the complexity of the marketing process in a complex global and information economy. Different tasks on market study will be given and the methodical procedure will be explained, to enable students to develop a concept using critical thinking skills.						
<b>Content of the Module</b>						
Basics of the enterprise economy; Principles of marketing (customers, markets, competitors); Scientific basis of the behavior types; Market study and marketing instrument; Marketing Mix management (Product, Price, Place, Promotion: advertising PR, Sales promotion); Sales management; Communication mix (including digital and social media); Services marketing (People, Process, Physical evidence); Marketing Planning and supervision.						
<b>Learning Outcomes</b>						
In the end of the module students will be able to:						
<ul style="list-style-type: none"> <li>• Understand the core concepts of the marketing and sales process.</li> <li>• Describe the function of the marketing tools in the Marketing-Mix.</li> <li>• Recognize the sales management as a part of it and relate the purchase theory to the marketing strategy.</li> <li>• Develop a practical marketing plan and / or case studies utilizing marketing concepts and principal acquired in the course.</li> <li>• Work effectively in groups on marketing problems and apply methods using concrete problem-solving skills independently.</li> <li>• Present their point of view while critically viewing different positions, leading toward better marketing decisions using diverse vantage points.</li> <li>• Gather data and information from different sources for marketing and sales purposes (academic, market and internet-based sources). Justify and analyse them according to given criteria.</li> </ul>						
<b>Precondition(s)</b>		Introduction to Business Administration				

**LITERATURE****Required**

Kotler. P. et al. (2023). Marketing Management. 16<sup>th</sup> ed. U.K: Pearson.

**Recommended**

William. D. Perrault., & Joseph.P. C., & McCrthy. J. (2023). Basic Marketing: A marketing strategy planning approach, 19th ed. Boston.

Ryan. D. (2020). Understanding Digital Marketing. 5th ed. London. Ryan. D. (2015). Understanding social media. London.

Tuten. T.L., & Solomon, M.R. (2015). Social Media Marketing. 2<sup>nd</sup> ed. London.

**Mode of Teaching and Learning**

Lecture, discussion, and problem solving, case study, teamwork project, presentations, short homework and assignment.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

Studies during the module	Quantity	Percentage of the final grade
Written exam	1	50 %
Project Work presentation	1	40 %
Participation in the lesson	1	10 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Costing and Budgeting

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>oo</sup> 818	Obligatory	III	65	85	150	5
<b>Lecturer</b>			Lefter Roko			
<b>Language</b>			English			
<b>Aim of the Module</b>						
<p>This module provides a basic introduction to the different systems of costing and budgeting. The specific needs of costing and budgeting of organizations are the main subject of this module. Besides that, the students will learn about the interactions between production and costs theory. The students should solve, evaluate, and analyze different costing and budgeting tasks on their own.</p>						
<b>Content of the Module</b>						
<p>Basic costing theory and methods; Types of costs (direct materials, labor, and overhead costing, costing of jobs and services); Full costing and process costing; Cost analysis; Marginal costing and breakeven analysis; Costing for short-term decision-making; Budgetary planning and control; Basic principles of cash budgeting, introduction to standard costing (calculation of direct cost variances); Budgeting for capital expenditure projects (basic principles).</p>						
<b>Learning Outcomes</b>						
<p>By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Describe basic costing theories, their methods and the principles of budgetary planning and control.</li> <li>• Compare different types of costs and budgetary aspects.</li> <li>• Explain how the costing serves to the business decision making process.</li> <li>• Apply knowledge in cost calculation and budgeting exercises.</li> <li>• Analyze different aspects of cost calculation and budgeting using business arguments.</li> <li>• Prepare reports on cost and budgeting issues for the business decision-making process.</li> <li>• Defend their position by drawing on a cost &amp; budgeting business argument.</li> </ul>						
<b>Precondition(s)</b>		-				
<b>LITERATURE</b>						
<b>Required</b>						
Atrill. P. & McLaney.E. (2021). Accounting and Finance for Non-Specialists. 12 <sup>th</sup> ed. New York: Prentice.						
<b>Recommended</b>						
Drury. C. (2020). Management and Cost Accounting. 11 <sup>th</sup> ed.						
Weetman. P. (2019). Financial and Management Accounting: An Introduction. 8 <sup>th</sup> ed. Prentice.						

**Mode of Teaching and Learning**

Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination. Exercise in interpretation of financial statements discussion and problem-solving presentation.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	70 %
<b>Test</b>	1	30 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Human Resources Management and Organization

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 787	Obligatory	IV	65	85	150	5
<b>Lecturer</b>			Mathias Malessa, Renato Preza			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>This module gives the students the basic theories and concepts of the organization design, knowledge on differentiation, analysis and specific forms of structure and process organization. Students understand the consequences to be considered according to the factors of influence and design principles. They learn to evaluate the importance of political decisions on personnel throughout the entire enterprise. They understand the context of HR management and why it is relevant to managers.</p>						
<p><b>Content of the Module</b></p> <p>Theory and practice of organization; Forms of structure organization; Forms of process organization; Newest development of the enterprise organization (e.g. network organization, mission, objectives, and functions of human resource management); Trends on the development of personnel policy; Human resources planning; Marketing of personnel / recruitment; Reduction of personnel; Personnel development; Personnel management; Rewarding and social policy; Personnel controlling.</p>						
<p><b>Learning Outcomes</b></p> <p>By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate the importance of the current organizational design as an essential element in the overall management process and HR especially.</li> <li>• Assess the contribution of the political organization and decisions making for corporate control.</li> <li>• Explain how HR management measures are relevant to the overall business practice.</li> <li>• Apply current theory and practice of HR management functions to support the organization's strategy.</li> <li>• Demonstrate the specialized knowledge and practices how to attract, maintain and develop HR in the organization.</li> </ul>						
<b>Precondition(s)</b>		General Business Administration				
<p><b>LITERATURE</b></p> <p><b>Required</b> Bohlander. G. &amp; Snell. S. (2014). Managing Human Resources. 16<sup>th</sup> ed. Ohio: South-Western</p> <p><b>Recommended:</b> Daft. R. L. (2021). Management. 16<sup>th</sup> ed. Ohio: South-Western Cengage.</p>						

**Mode of Teaching and Learning**

Lecture, discussion, and problem solving, presentation, practical examples from HR management in Adidas company.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	70 %
<b>Project presentation</b>	1	30 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Financial Accounting

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 774	Obligatory	IV	65	85	150	5
<b>Lecturer</b>			Michelle Mann			
<b>Language</b>			English			
<b>Aim of the Module</b>						
Students should understand the basics of the economic and financial enterprise in financial markets and financial institutions. They should know, evaluate critically, and apply the important investment procedures and understand financial calculations.						
<b>Content of the Module</b>						
Conceptual Framework for Financial Reporting (IASs / IFRSs); Statutory requirements; Principles of regular accounting; Preparation of statutory financial reports (Income Statement, Statement of Changes in Equity, Statement of Financial Position); Comparative presentation of Characteristic and rules according to IAS/IFRS; Valuation of assets, tangible and intangible noncurrent assets; Inventory and construction contracts; Valuation of liabilities; Provision and contingencies; Accounting for corporation tax; The imputation system; Preparation and analysis of Cash-flow statements; Preparation of Consolidated accounts for groups (including the key accounting standards i.e. IAS / IFRS relating to all of the areas above); Financial analysis and business valuation.						
<b>Learning Outcomes</b>						
By the end of the module students will be able to:						
<ul style="list-style-type: none"> <li>• Prepare annual income statements and balance sheets as an important tool of communication between the enterprise and its stakeholders.</li> <li>• Compare and contrast (differentiate) between the HGB balance requirements and IAS/IFRS balance and analyze the consequences.</li> <li>• Utilize independently multiple study tools including financial software.</li> <li>• Source and complete routine research projects under minimal guidance from a lecturer.</li> <li>• Participate in and lead work groups to produce team projects in finance.</li> <li>• Debate various points of view using theory-based and data-driven arguments.</li> <li>• Developed analytical skills to “mine” useful data to better understand a variety of complex issues.</li> <li>• Query others using targeted questions to elicit meaningful results from financial data.</li> <li>• Participate in and lead professional discussions based on theory.</li> </ul>						
<b>Precondition(s)</b>		Industrial Accounting, Costing and Budgeting				

**LITERATURE****Required**

Elliott. B. & Elliott. J. (2022). Financial accounting and reporting. 20<sup>th</sup> ed. UK: Prentice-Hall.

**Recommended**

Frank. Business Accounting.

Epstein. (2011). Reading and Understanding Financial Statements.

Fridson & Alvarez. (2011). Financial Statement Analysis

**Websites:**

Deloitte. (2014 or latest ed.). *Conceptual framework for financial reporting 201 (or latest ed.)*0.

<http://www.iasplus.com/en/standards/standard4> (Accessed: 8 October 2014 ed. or latest).

IFRS Foundation (2014). <http://www.iasb.org/Home.htm> (Accessed: 8 October 2014 or latest ed.).

**Mode of Teaching and Learning**

Lecture, discussion, and problem-solving presentation.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

Studies during the module	Quantity	Percentage of the final grade
Written exam	1	75 %
Test	1	25 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Leadership

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>oo</sup> 789	Obligatory	VI	65	85	150	5
<b>Lecturer</b>			Mathias Malessa			
<b>Language</b>			English			
<b>Aim of the Module</b>						
<p>The students have acquired extensive and detailed knowledge of the major theories in the field of leadership and corporate governance. Students should be familiar with the integrative approaches of recent management and leadership research with special focus to leadership of 21<sup>st</sup> century, Authentic Leadership.</p>						
<b>Content of the Module</b>						
<p>Corporate Culture; Principles of Knowledge Management; Training / Continuing Education; Retention; Employability / Self-responsibility; Forecasting Models; Early warning systems; Social responsibility of the enterprise; HR management tools and systems; Staff evaluation tools and systems; Positive reinforcement and Motivation; Stress and Conflict Management; Information Management; Critical discussion of existing integrative management systems, e.g. Process Management; Quality Management; Principles of Change Management Innovation and technology; Power and control; Alienation, cognitive dissonance; Women and work; Emotional intelligence; Leisure and future of work.</p>						
<b>Learning Outcomes</b>						
<p>By the end of the module, students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand what makes a leader, the role and concept of authentic leadership.</li> <li>• Discover students' individual values and how they relate to their organization.</li> <li>• Analyze different case studies based on management &amp; leadership related problems.</li> <li>• Analyze HR situations, prepare result-oriented and solution-oriented strategies.</li> <li>• Participate in and lead effectively working groups.</li> <li>• Apply theoretically sound arguments to practical HR management problems.</li> <li>• Understand and solve multifaceted HR problems and constructively reach solutions.</li> <li>• Share responsibility for learning success and provide the instructor with adequate feedback, and interpret any critical comments about their own performance constructively.</li> </ul>						
<b>Precondition(s)</b>		Strategic Management I, Human Resources, and Organization				
<b>LITERATURE</b>						
<b>Required</b>						
Mullins. L. (latest ed.). Management and organizational behavior.						
George. B. (latest ed.). True North: Discover Your Authentic Leadership USA: Jossey- Bass Reader.						

**Website:**

<https://www.youtube.com/watch?v=LOnXcrmGAW8>

<https://www.youtube.com/watch?v=sioZd3AxmnE>

What is authentic:

<https://www.youtube.com/watch?v=IWfdF6RuZq0>

Bill George on Leadership in the 21<sup>st</sup> century:

<https://www.youtube.com/watch?v=VUHopNhFZuI>

ROBERT J. Thomas on crucible experiences

<https://www.youtube.com/watch?v=QJLOMk39Ld8>

Marcus Buckingham on strength-sweet spot

<https://www.youtube.com/watch?v=1KeNfhW7bK0>

Dan Pink on “what motivates us

<https://www.youtube.com/watch?v=uwA97yWz9Uc>

Alex Linily on strength

<https://www.youtube.com/watch?v=T92g2hVv3Vw>

Mary Gentile : giving voice to values

<https://www.youtube.com/watch?v=UQ3WZ9nv7vQ>

David Goleman on Emotional Intelligence

<https://www.youtube.com/watch?v=Y7m9eNoB3NU>

**Recommended**

**Mode of Teaching and Learning**

Lecture, case studies, discussion groups, quizzes, internet research.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

Studies during the module	Quantity	Percentage of the final grade
Written exam	1	30 %
Project presentation	1	30 %
Project Work	1	40 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Material Management I

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 771	Obligatory	I	65	85	150	5
<b>Lecturer</b>			Engjellushe Icka			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The students will gain an overview of the goals and the organization of goods and materials economy. They should understand materials flow, through and out of organizations as well as concepts and techniques for planning production and production materials requirements, the inventory, warehouse, and distribution management. The products and processes, the logistic concept and quality management.</p>						
<p><b>Content of the Module</b></p> <p>Introduction to Material Management; Goods/material economy, logistic and supply chain (aims, notions, organization); Tasks and concept of purchase; Purchase planning and leading production concept; Production planning system and production activity control; Types of inventory and process management, commissioning, transport and distribution of goods; Products and processes; Characteristics of the “service” product; Aspects of service production overlapping functions of methods relating to materials management; Exemplary specializations and actual developments; Total quality management.</p>						
<p><b>Learning Outcomes</b></p> <p>At the end of the module the students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the material flow process, the concepts for inventory, warehouse, distribution management and the management of the material management functions.</li> <li>• Discuss, describe, and solve problems of basic materials management and supply chain management functions and activities.</li> <li>• Discuss, describe, and solve problems of production management, planning, scheduling, and business logistics.</li> <li>• Cooperate constructively in a work group, as a participant or leader, and clearly assert a point of view regarding materials management functions.</li> </ul>						
<b>Precondition(s)</b>		Introduction to Business Administration				
<p><b>LITERATURE</b></p> <p><b>Required</b> Arnold. T., Chapman. S. &amp; Clive. L. (2016). Introduction to Materials Management. 8<sup>th</sup> ed. New York: Prentice Hall.</p> <p><b>Recommended</b></p>						

<b>Mode of Teaching and Learning</b> Lectures, class discussion, homework reading and problem-solving assignments, small group discussions and problem solving.		
<b>TEACHING METHODOLOGY</b> Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
Written exam	1	70 %
Project presentation	1	10 %
Project work	1	20 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Material Management II

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 772	Obligatory	II	65	85	150	5
<b>Lecturer</b>			Engjëllushe Icka			
<b>Language</b>			English			
<b>Aim of the Module</b>						
<p>To give students a deeper understanding of the processes related to purchasing, the procurement of the materials and services, the logistic and management mechanism, the forms of the enterprise network with their advantages and disadvantages. To introduce the methods and tools applied in the cycle of the product and a processing order inside the supply chain is the aim of this subject. Theoretical part will be illustrated through best-practice examples.</p>						
<b>Content of the Module</b>						
<p>Introduction to Purchasing &amp; Supply Chain Management; Purchasing Activities and Strategy; Purchasing organization and integration; Purchasing policies and global sourcing; Cost management and Negotiation; Contract management; Purchasing law and ethics; Performance Measurement and Evaluation; Basic terms of the supply chain (enterprise networks, coordination mechanisms in networks); Design approaches and optimization of goals in the supply chain; Goods, information and money flows related; The processes, strategies and tools for that procurement; Product development; Order extraction; Production and distribution management; Controlling instruments; Tasks and tools of logistics controlling in practice; Cybernetic control loops; Contents of the strategic and operational-tactical logistic controlling; Determinants and measurement of logistics performance; Logistics cost drivers; Process-oriented logistics cost survey; Logistics cost figures; Inventory control.</p>						
<b>Learning Outcomes</b>						
<p>In the end of the module the students will be able to:</p> <ul style="list-style-type: none"> <li>• Describe in further detail (Vs. Materials Management I) the role of purchasing as a key element in supply chain management.</li> <li>• Debate and discuss the importance of purchasing policies and strategic purchasing.</li> <li>• Describe and evaluate logistic processes of an enterprise through the logistic basis of organization.</li> <li>• Identify best practices of logistics, and model and steer the processes, by targeted management.</li> <li>• Describe economic consequences and advantages for the enterprise regarding the full implementation of a full logistic process over the limits of partial implementation of the system.</li> <li>• Assert a clear point of view regarding materials management in the context of the enterprise economy.</li> </ul>						
<b>Precondition(s)</b>		Material Management I				
<b>LITERATURE Required</b>						
Monczka. R., Handfield. B., Giunipero. C. Patterson. L. Waters. D. (2015). Purchasing and Supply Chain						

Management. UK. (latest/6<sup>th</sup> ed.)  
Case studies provided by course professor.

**Recommended**

**Mode of Teaching and Learning**

Seminar, individual and group work, analysis, reporting, and discussion of detailed business case studies in four general areas of materials management and supply chain management: supply, operations, distribution, and integration with other business functions.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	70 %
<b>Presentation</b>	1	10 %
<b>Case studies</b>	1	20 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Marketing II and Sales

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 816	Obligatory	IV	65	85	150	5
<b>Lecturer</b>			Ulli Arnold			
<b>Language</b>			English			
<b>Aim of the Module</b>						
Students should get a general overview of the main strategic concepts used in marketing. They will be presented with the organizing and strategic function of communication, assisted to understand the role of CRM in both general terms and in the context of Key account management were dealing with. The increasing importance of digital media for corporate and businesses to customer communication, the customer decision process for both B-to-C and B-to-B will also be explored in the module.						
<b>Content of the Module</b>						
Ways of explaining the purchaser's behavior; Specialization of marketing instruments (strategic concepts: plan and develop marketing strategies); CRM-including key accounting management-customer decision process: Consumer (B-to-C), organizations (B-to-B); Customers' life time values; Customer segmentation and using data base; Branding and positioning; Social media in corporate context, and social media driven communication strategies; Industrial goods marketing, social responsibility of the firms.						
<b>Learning Outcomes</b>						
At the end of the module the students will be able to:						
<ul style="list-style-type: none"> <li>• Describe and explain in depth the strategic concept in marketing and the strategic function of communication in the enterprise.</li> <li>• Explain the importance of professional definitions (Corporate Design; Corporate Image, etc.).</li> <li>• Appreciate and summarize the interrelationships between the models of an enterprise and the transferee methods of communication.</li> <li>• Demonstrate comprehension of the role of marketing in modern organizations.</li> <li>• Apply methods and models of preference and image measurement and processing.</li> <li>• Analyze the effects and evaluate them critically.</li> <li>• Understand and adopt ethical and social responsibility as applicable to contemporary marketing issues and organizations.</li> </ul>						
<b>Precondition(s)</b>		Marketing I and Sales				
<b>LITERATURE</b>						
<b>Required</b>						
Lamb, Hair & McDaniel. Marketing. Thompson (latest ed.)						
<b>Recommended</b>						
Tapp. A., Whitten. L., Housden. M. (2013). Principles of direct, database and digital marketing. (or latest ed.)						
McCorkell. G. (latest ed.). Direct and Database Marketing. Kogan.						

<b>Mode of Teaching and Learning</b> Lecture, discussion, case studies and problem solving, presentation.		
<b>TEACHING METHODOLOGY</b> Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	50 %
<b>Project work presentations</b>	1	40 %
<b>Participation in the lesson</b>	1	10 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Business and Social Research Methods

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 817	Obligatory	V	65	85	150	5
<b>Lecturer</b>			Peter C. Makiriyado, Nikolai Bunzmann			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The module is designed to prepare students for independent research and developing skills to design their research projects and select appropriate research methods to conduct their study. At the end of the course students are expected to have developed preliminary independent research projects as practice to prepare them to work on their bachelor thesis. A major expected outcome of the course is a thesis proposal presenting how the students plan to conduct their thesis research, with justifications of the approach and method(s) chosen. Some of the topics covered include: Qualitative and Quantitative methods, Research design, Specifics on primary data collection, Research measurement, Validity, Reliability, Creating research instruments, Data analysis and Postmortem of test and feedback. Students are expected to have taken Introduction to Research Methods which covers the preliminaries of research.</p>						
<p><b>Content of the Module</b></p> <p>Specialization of the methods (qualitative and quantitative) of market research, the relationship between market research and decision making and the research finding's application in decision making – samples and validity and reliability issues, case studies.</p>						
<p><b>Learning Outcomes</b></p> <p>In the end of the module, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand concepts and definitions of business and social research.</li> <li>2. Select a tentative research problem to be subsequently developed into a research proposal.</li> <li>3. Identify and employ library reference sources and services.</li> <li>4. Understand how to incorporate background data, a theoretical framework, suitable methodology, data-driven results, policy-relevant conclusions, and recommendations emerging from the thesis.</li> <li>5. Understand how to analyze qualitative and quantitative data.</li> <li>6. Gain familiarity with and implement APA style rules and guidelines related to writing formal research reports.</li> </ol>						
<b>Precondition(s)</b>		Research Methods				

<b>LITERATURE</b>		
<b>Required</b>		
Leedy, P. and Ormrod, J., (2018). Practical Research: Planning and Design, Global Edition. Boston: Pearson. (latest/6 <sup>th</sup> ed.) ISBN:9781292095875		
Matthews, B., & Ross, L. (2010). Research Methods: A Practical Guide for Social Science. ISBN: 9781405858502		
<b>Mode of Teaching and Learning</b>		
Lecture, discussion, and problem solving, presentation, case study		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Attendance:</b>	1	10 %
<b>Intermediate Exams (2):</b>	1	25 %
<b>Final Exam:</b>	1	30 %
<b>Research Proposal:</b>	1	35 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Management Accounting

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 885	Obligatory	V	65	85	150	5
<b>Lecturer</b>			Lefter Roko			
<b>Language</b>			English			
<b>Aim of the Module</b>						
<p>This module provides an overview of the approaches of modern cost management (activity-based costing, target costing, life cycle costing, benchmarking). Its aim therefore is to nurture an integrated and systematic understanding of the interactions between the various functional areas as well the possibilities and limits of applicability for companies will be analyzed.</p>						
<b>Content of the Module</b>						
<p>Performance measurement at organizational level; Financial analyses accounting ratios multivariate analyses; Use of non-financial approaches; PM in divisional organizations use ROI, du point, RI Pricing of transfers of goods / services between divisions; Performance measurement at product level, standard costing (including the calculation of sales and fixed overhead variances); Presentation of operating statements; Interpretation of variances-trend, materiality etc.; Planning and operational variances; Controlling of financial, material and human resources; (Advanced) Costing for decision making; Limiting factors (opportunity cost approach, make versus buy, product mix decision); Linear programming techniques; Pricing, including target costing pricing; Life cycle costing, relevant costing / minimum price contrasts; Decision-making models; Dealing with risk and uncertainty; Learning curves; Modern development in accounting theory; Activity based budgeting; Zero Budgeting; Cost reduction.</p>						
<b>Learning Outcomes</b>						
<p>By the end of the module the students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand and explain the role of Management accounting and control as an instrument of corporate governance, as well as make the connections between management accounting/control and other instruments of corporate governance.</li> <li>• Acquire extensive and detailed knowledge of the different controlling instruments and their applicability.</li> <li>• Apply these tools in a company context at a basic competent level.</li> <li>• Evaluate the dynamics of the future development of controlling instruments.</li> </ul>						
<b>Precondition(s)</b>		Marketing I and II				
<b>LITERATURE</b>						
<b>Required</b>						
Horngren, Datar & Rajan. (2017). Cost Accounting: Managerial Emphasis. Pearson. (latest/6 <sup>th</sup> ed.)						
<b>Recommended</b>						
Atrill. P. & McLaney. E.J. (2021). Management Accounting for Decision Makers. Prentice Hall. (10 <sup>th</sup> ed.)						
Drury. C. (2020). Management and Cost Accounting. 11 <sup>th</sup> ed.						

Fayol. H. (latest ed.). Critical Evaluations in Business and Management. BPP learning materials for the ACCA module Performance Management.

**Mode of Teaching and Learning**

Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	70 %
<b>Project work</b>	1	30 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Corporate Finance

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>oo</sup> 820	Obligatory	VI	65	85	150	5
<b>Lecturer</b>			Peter Makiriyado, Anjeza Maçolli			
<b>Language</b>			English			
<b>Aim of the Module</b>						
Students will gain and detailed economics and financial knowledge related to the corporate sector and the foreign trade. Students will use selected tools of financial and risk control and should know how to apply them in different situation.						
<b>Content of the Module</b>						
The operation of the economy and financial markets; Fundamentals of investment planning, evaluation of investment, sources of finance; Efficient markets and the EMH; Management of working capital (inventory models & management of payables, receivables including factoring); Cash management; Long term planning and budgeting; Use of DCF to evaluate capital expenditure projects; NVP versus IRR; Treatment of risk inflation; Sensitivity analysis, capital rationing; Leasing and asset replacement decisions; Implication of and impact of taxation; Source of long term finance and impact on earnings, gearing and corporate control; Equity finance, flotation, rights issues etc.; Impact on taxation; Innovative finance instruments; Valuation of shares, including assets- and earning-based approaches; Free cash flow; dividend growth and CAPM models; Merger and take Cost of capital and optimal structure theories including MM; Dividend policy, including MM; Implication of and impact of taxation Financing foreign trade.						
<b>Learning Outcomes</b>						
By the end of the module the students will be able to:						
<ul style="list-style-type: none"> <li>• Obtain a detailed knowledge of investment and financing theory and methods.</li> <li>• Analyze practical problems and situations.</li> <li>• Select appropriate methods and techniques for the solution of investment and financing decision-making problems.</li> <li>• Make use of all available learning and work tools on their own.</li> <li>• Complete routine research studies in the field under minimal guidance of a lecturer.</li> <li>• Participate and work effectively in a work group including taking over the leadership of the group.</li> <li>• Debate and argue a particular point of view by using theory- and data-based arguments.</li> <li>• Develop indicators and intuition to explore a variety of complex or subtle financial management issues.</li> <li>• Query results and processes using targeted questions, take part in professional discussions based on theory and personally accept co-responsibility for the learning success.</li> <li>• Provide the lecturer appropriate and timely feedback to strengthen the teaching-learning process.</li> </ul>						
<b>Precondition(s)</b>		Financial accounting				

**LITERATURE****Required**

Atrill. P. (2021). *Financial Management for Decision Makers*: Financial Time Press.. (10<sup>th</sup> ed.)

McLaney. E.J. (2021), *Business Finance: Theory and Practice*. Prentice Hall

Titman. S., Martin. J.D. and Keown. A.J. (2011). *Financial management: Principles and Applications*. Pearson Education.

Van Horne. J.C. & Wachowicz. J.M. (latest ed.). *Fundamentals of Financial Management: Financial Times*. Prentice Hall.

**Recommended:**

McLaney. E. J., (2011). *Business Finance: Theory and Practice*: Prentice Hall

Atrill. P. (2014). *Financial Management for Non-Specialists*. 3<sup>rd</sup> ed. Prentice Hall.

Titman. S., Martin. J. D., & Keown. A. J. (2011). *Financial Management: Principles and Applications*. Pearson Education

Horne. V. & Wachowicz. J. M., (2009). *Fundamentals of Financial Management: FT/Prentice Hall Investopedia Guide to Corporate Finance* (online)

BPP learning materials for the ACCA module Financial Management.

**Mode of Teaching and Learning**

Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

Studies during the module	Quantity	Percentage of the final grade
Written exam	1	100 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Entrepreneurship I

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>o</sup> 883		V	65	85	150	5
<b>Lecturer</b>			Thomas Dean Queisser			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The aim of the module is to introduce students to entrepreneurial concepts and a practical understanding of the role entrepreneurs, their independence, responsibilities, and ability to promote the economy, while demonstrating ethical behavior both as managers and as potential leaders in the larger community. Another goal is to promote creative, entrepreneurial behavior both in a small enterprise, within a mature company (including a product, department or multiple projects) and beyond (economic, political and social contexts).</p>						
<p><b>Content of the Module</b></p> <p>Business start-up and quality assurance; Entrepreneurship; Business plans and business games; Ownership versus manager, SMEs; Family SME policy; SME development; Networks; Cooperation.</p>						
<p><b>Learning Outcomes</b></p> <p>By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Describe the entrepreneurial concept in relation to new and existing businesses.</li> <li>• Assess the importance of building a strong vision and culture in an organization through strong, enthusiastic leadership.</li> <li>• Conceptualize why organizations fail or succeed and understand common success or failure factors.</li> <li>• Analyze different business models and approaches to the business plan (industry, country, etc.).</li> <li>• Create a model organization (start-up) and apply entrepreneurial principles and theories to their concept as well as relating to work from earlier terms.</li> <li>• Assess the effects and importance of business ethics and social responsibility.</li> <li>• Develop individual social skills and ethical behavior in the entrepreneurial context.</li> </ul>						
<b>Precondition(s)</b>		Strategic Management I, II				
<p><b>LITERATURE</b></p> <p><b>Required</b></p> <p>Mariotti, S., &amp; Glackin, C. (2014 or latest ed.). Entrepreneurship: Starting and Operating a Small Business. (4<sup>th</sup> ed.). Polgrave Macmillian.</p> <p><b>Recommended</b></p> <p>Deakins, D., &amp; Freel, M. Entrepreneurship and small firms. 6<sup>th</sup> ed. Mc Graw–Hill. Brew, S. (2014). How to make Serious Money on eBay. MAGBOOK.</p> <p>Mladjenovic, D. (2013). Micro-Entrepreneurship for DUMMIES. 4<sup>th</sup> ed. Dummies. Simon, D. (2010). Enterprise, entrepreneurship and small business. England.</p> <p>Greene, L., C. Entrepreneurship: Ideas in action. 3<sup>rd</sup> ed. Mason, OH. Thompson.</p>						

<b>Mode of Teaching and Learning</b> Seminar, individual and group study work, case studies.		
<b>TEACHING METHODOLOGY</b> Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	35 %
<b>Presentation</b>	1	15 %
<b>Project work</b>	1	50 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Entrepreneurship II

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>o</sup> 884	Obligatory	VI	65	85	150	5
<b>Lecturer</b>			Thomas Dean Queisser			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The aim of the module is to introduce students to advanced principles of entrepreneurship concepts and economic understanding, the role entrepreneurs, their Independence, responsibility, and ability to promote ethical behavior- both as employees and as potential leaders. Goals include promoting sustained growth of the enterprise and contribute to a healthy economy through a detailed Business Plan that can be implemented.</p>						
<p><b>Content of the Module</b></p> <p>Corporate Governance; Good Governance; Business Ethics, Values; Social Entrepreneurship; Employee participation and cooperatives; Entrepreneurship; Succession planning: Legal &amp; psychological implications; The economics of entrepreneurship; Financial aspect of entrepreneurship; Management consultancy.</p>						
<p><b>Learning Outcomes</b></p> <p>By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Review the entrepreneurship concept in relation to new and existing businesses.</li> <li>• Assess feasible sectors and activities where there is a good “fit” between students’ background and skills and needs in the marketplace.</li> <li>• Study great entrepreneurs and concepts and adapt success factors into individual Business Plans</li> <li>• Analyze different business models and approaches to the business plan, including financial planning.</li> <li>• Conduct pilot market research activities (secondary and primary data) to assess business opportunities.</li> <li>• Conceptualize, test, and develop an actual Business Plan suitable for a student competition.</li> <li>• Present and defend a start-up business described in ca. 10 sections (Stanford Business Canvas).</li> <li>• Compete with other student Business Plans (internal and possible external)</li> </ul>						
<b>Precondition(s)</b>		Entrepreneurship I				
<p><b>LITERATURE</b></p> <p><b>Required</b></p> <p>Mariotti, S., &amp; Glackin, C. (2014 or latest ed.). Entrepreneurship: Starting and Operating a Small Business. (4<sup>th</sup> ed.). Polgrave Macmillian.</p> <p>Taylor. Dew. N., Wiltbank. R., Ohlsson. A. (latest ed.). Effectual Entrepreneurship.</p>						

Harvard Business Review. (2013). Why the Lean Start-up changes everything. Harvard Business Press. (latest ed.). Creating a business plan.

**Recommended**

**Mode of Teaching and Learning**

Seminar, individual and group study work, case studies.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam/Business Plan</b>	1	50 %
<b>Project work, preliminary presentations</b>	1	50 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Microeconomics

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>o</sup> 822	Obligatory	III	65	85	150	5
<b>Lecturer</b>			Peter C. Makiriyado, Pujana Kole			
<b>Language</b>			English			
<b>Aim of the Module</b>						
The aim of the course is to introduce to students the subject and methods of economics the basics of the analysis of households and businesses and how they can evaluate and use the instrument of market analyze in the framework of microeconomy.						
<b>Content of the Module</b>						
Principles of Economics (content, scope and methods of economics); Introduction to the economic history of dogma; General, Economic systems, Fundamentals of economic policy; Problem-oriented introduction; Exemplary illustration of economic problems; Micro economic theory (theory and policy of competition); Analysis of offer and demand; Market forms and market balance; Market processes and competition; Competition and economic concentration; The law against restraints of competition; Framework laws for the market economy in addition to the law against restraints of competition.						
<b>Learning Outcomes</b>						
At the end of this module the students will be able to:						
<ul style="list-style-type: none"> <li>• Understand microeconomic problems from different perspectives (actors, stakeholders)..</li> <li>• Describe the basics of economic analytical methods from the view of enterprise analysis and the budget.</li> <li>• Explain the benefits of these methods of economics analyses.</li> <li>• Develop and test appropriate solutions for the upcoming problems based on the outcomes of economic analyses of different market types and forms.</li> <li>• Perform a professional market analysis.</li> <li>• Evaluate the logical and ethical aspects of economic decisions and independently draw conclusions for individual and collective actions at the microeconomic level.</li> <li>• Evaluate through their social competence the decision-making process and its importance on microeconomic issues.</li> </ul>						
<b>Precondition(s)</b>		General Business Administration				

**LITERATURE****Required**

Mankiw. G. (2007). Principles of Economics. 4<sup>th</sup> or latest ed. South-Western. Baumol. J., W. & Blinder. S., A. Economics: Principles & Policy.

**Mode of Teaching and Learning**

Seminar, individual and group study work, case studies.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	40 %
<b>Test 1</b>	1	30 %
<b>Test 2</b>	1	30 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Macroeconomic

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 823	Obligatory	IV	65	85	150	5
<b>Lecturer</b>			Peter C. Makiriyado, Pujana Kole			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The aim of the course is to introduce students to the logic of systematic description of the economic cycle. It includes the basic models of macroeconomic income and employment theory The monetary concepts of money supply process. Theoretical issues for monetary policy and currency are widely discussed. Students will learn the dependencies of a company from the overall economic development and will understand how a company is influenced by economic processes, monetary policy decisions or developments in foreign exchange markets and what kind of responses to such factors are possible.</p>						
<p><b>Content of the Module</b></p> <p>Theory of cycles, economic overall account, macro theory; Ex-post analysis of the national income; Ex-post analysis and macroeconomic theory; Analysis of the commodity market; Analysis of the monetary market analysis of the labor market Illustration and disturbances of the aggregate balance; Consequences of economic policy; General fundamentals; Monetary sizes; Monetary offer; Monetary policy; Balance of payments; Foreign exchange market; Balancing mechanisms of the balance of payments; International monetary order.</p>						
<p><b>Learning Outcomes</b></p> <p>At the end of this module the students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand and proceed to analyze using current national account terminology.</li> <li>• Describe the differences between classified description of the economic cycle and macro-economic phenomena.</li> <li>• Explain, in the context of macroeconomic model, the effects of the monetary and fiscal policy decisions and various currency systems as well.</li> <li>• Analyze and interpret macro-economic models with professional competence and recognize the need for sustainable management.</li> <li>• Understand fiscal policy and the differences between it and monetary system.</li> <li>• Deal with macroeconomic data and information and assess the relevance to their own economic decisions.</li> <li>• Evaluate the potential gap between microeconomic and macroeconomic rationality and the need of economic and social governance.</li> </ul>						

<b>Precondition(s)</b>	Microeconomics	
<b>LITERATURE</b>		
<b>Required</b>		
Mankiw. G. (2017). Principles of Economics. 8 <sup>th</sup> ed. South-Western. Baumol. J., W. & Blinder. S., A. Economics: Principles & Policy.		
Albania: Economy statistics and industry reports. (latest). World Statistics Pocketbook. United Nations Statistic's Division.		
The World Bank: overview Albania: <a href="http://data.worldbank.org/country/albania">http://data.worldbank.org/country/albania</a>		
<b>Recommended:</b>		
Andrew. A. (2023). Macroeconomics. (11 <sup>th</sup> ed.) USA.		
Wesley. (8 selected articles published by the Federal Reserve).		
<b>Mode of Teaching and Learning</b>		
Seminar, individual and group study work, case studies.		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	100 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Economic Policy

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 824	Obligatory	V	65	85	150	5
<b>Lecturer</b>			Melissa St. James			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>In this module of economics, the students will be able to apply the theoretic basis of the previous semesters in the areas of microeconomics, macroeconomics, money, and currency on the economic policy issues. The main issues will be unemployment, inflation, external trade, background, distribution, and social insurance. The optimal selection of problems will be determined from the actual discussions on economic policy.</p>						
<p><b>Content of the Module</b></p> <p>Introduction to economic policy; Application of the policy of stability; Paradigmatic ways of the policy of stabilization; Employment; Stability of prices; Economic growth; External balance; Environment; Current questions of economic policy; Labor code and labor-market policy (social security, policy of income distribution, policy relating to building property; Distribution and social policy.</p>						
<p><b>Learning Outcomes</b></p> <p>At the end of this module the students will be able to:</p> <ul style="list-style-type: none"> <li>• Recognize the impact of the increasing coalescence of the world economy and the changing basic parameters of entrepreneurial actions to understand why economic intervention may be necessary.</li> <li>• Compare and critically evaluate the implementation of various economic instruments.</li> <li>• Evaluate the main effects generated by taxes and transfers and assess the complex effects of tax- based solutions.</li> <li>• Analyze and judge the intervention in the conditions of externalities, invisibilities, and asymmetric information.</li> <li>• Comprehend that potential state failure is a reason for a cautious economic policy.</li> <li>• Understand how priorities should be determined by a vigorous debate concerning current economic policy.</li> <li>• Evaluate and decide about different economics policy options in work groups, being cognizant of the social, ethical, and ecological consequences of economic decisions.</li> </ul>						

<b>Precondition(s)</b>	Macroeconomics	
<b>LITERATURE</b>		
<b>Required</b>		
Mankiw. G. (2017). Principles of Economics. (8 <sup>th</sup> ed.). South-Western.		
Baumol. J., W. & Blinder. S., A. Economics: Principles & Policy.		
GDP: a number of problems Mark Robson IFS School of Finance		
<b>Recommended</b>		
<b>Mode of Teaching and Learning</b>		
Lecture, discussion, and problem solving, presentation of articles on economic policies		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	40 %
<b>Test 1</b>	1	30 %
<b>Test 2</b>	1	30 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Contract Law

Code	Type of the Module	Semester	Contact hours	Self study hours	Hours Total	Credits (ECTS)
L° 825	Obligatory	II	65	85	150	5
<b>Lecturer</b>			Elis Tarelli			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The aim of the module is to introduce to the students several areas of the rule of law, and court system, the basic principles of ownership, possession, limited right and the broad law enforcement and to develop to them an understanding of the practical relevance of the subject of law, the style of legal opinion, the methodology for case processing and working closely with Essential Elements in several contexts, including in analysis of a statute.</p>						
<p><b>Content of the Module</b></p> <p>Overview of the legal system and the legal fields, legal techniques; Introduction to the Civil Code (contractual law, including detailed understanding of the essential elements of a contract agency); Introduction (legal subjects, the merchant, general contractual principles, contractual substantiation, the principle of deficiency of intention, in particular authorizations; Special law of obligations (contracts of purchase) and their performances (contracts of activity, contract of personal service, work contract, contracts of agency); Liability for damage (basic questions of the right to enrich oneself, basic questions of the law of torts especially applied in the business law context, and including detailed understanding of the essential elements of certain specific torts, basic questions of the right to enrich oneself).</p>						
<p><b>Learning Outcomes</b></p> <p>By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Explain, compare, and contrast between the law and civil or human rights.</li> <li>• Understand and develop a model showing the relation between the concept of rights and their practical application.</li> <li>• Compare different types of contracts and be able to conclude a business contract independently.</li> <li>• Explore the most significant problems of practice in connection with any contract and with the general rules on pre-justification, content, and termination of obligations.</li> </ul>						
<b>Precondition(s)</b>		-				

**LITERATURE****Required**

Janet. D. (latest ed.). Company Law in the new Europe: The EU Acquis, Comparative Methodology, And Model Law (Corporations, Globalization, and the Law). USA. Edward Elgar Publishing.

Handout Materials: CISG text. Albanian Civil Code text. Selected court decisions and local country statutes. Selected articles

EC Unfair Contract Terms Directive (93/13) text.

**Recommended****Mode of Teaching and Learning**

Lecture, case study, group work, discussion and quiz solving.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	60 %
<b>Group project presentations</b>	1	10 %
<b>Quizzes</b>	1	20 %
<b>Participation in the lesson</b>	1	10 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Company and Labor Law

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 826	Obligatory	3	65	85	150	5
<b>Lecturer</b>			Elis Tarelli			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The aim of the module is to enable students to have a deep understanding of company and employment law, to see examples of the deviations from the commercial and civil law and linking the fields of law in practice, to enable them to apply in practice independently and safely, the fundamental origins, capital boarding, liability, liquidation, and substitution rules.</p>						
<p><b>Content of the Module</b></p> <p>The commercial enterprise (commercial employees, commercial transactions, partnerships, corporation private limited companies, survey of business combination law); Basics of employment law (the concept of worker, the initiation of employment, the situation before the contract, preliminary negotiations, employment and labour relations, forms of employment); The duties of the employee from the employment contract (the obligations of the employer under the employment, termination of employment, collective bargaining law); Rule bankruptcy (consumer bankruptcy, bankruptcy, real bankruptcy); The opening procedure (creditor discrimination); Actionable measures and legal consequences, Liability and insolvency offenses.</p>						
<p><b>Learning Outcomes</b></p> <p>At the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the field of action for company and labor law.</li> <li>• Link the fields of law and their practical application in different cycles of business decisions.</li> <li>• Apply in practice the knowledge of trade and company Law.</li> <li>• Reflect in their work on the needs for commercial and legal relations.</li> <li>• Differentiate the duties of the employee and the employer in the employment contract.</li> <li>• Understand issues related to terminating employee or employer-term contracts in a legally effective way.</li> <li>• Comprehend and reflect on insights into the process of both regular insolvency proceedings and bankruptcies.</li> <li>• Evaluate when an insolvency application shall be made and the consequences arising out of the failure of the application.</li> </ul>						

<b>Precondition(s)</b>	Contract Law	
<b>LITERATURE</b>		
<b>Required</b>		
Janet. D. (latest ed.). Company Law in the new Europe: The EU Acquis, Comparative Methodology, and Model Law (Corporations, Globalization, and the Law). USA. Edward Elgar Publishing.		
Hansmann. R. & Kraakman. R. (latest ed.). What is Corporate Law.		
<b>Recommended</b>		
<ul style="list-style-type: none"> <li>• Albanian Code of Corporate Governance</li> <li>• Law “On Entrepreneurs and Companies”</li> <li>• Law “On the National Registration Center”</li> <li>• Albanian Civil Code</li> <li>• Albanian Labour Code</li> </ul>		
<b>Mode of Teaching and Learning</b>		
Lecture, case study, individual and group work, discussion, and problem solving.		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	100 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Industrial Accounting

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 767	Obligatory	3	65	85	150	5
<b>Lecturer</b>			Lefter Roko			
<b>Language</b>			English			
<b>Aim of the Module</b>						
To provide to the students a basic introduction to accounting and the techniques of financial accounting.						
<b>Content of the Module</b>						
Introduction to business accounting: distinction between financial and management accounting; Nature and role of accounting, users of financial information and their needs, the regulatory framework; Accounting systems; Financial statements (The construction of balance sheet (SOFP) and income statements); Adjustment to trial balance for accruals / prepayments, depreciation, provision for bad debts etc.; Fundamental accounting concepts and conventions; Accounting for changes in equity; Disposal of fixed assets; Ratio analyses-uses and limitations of ratios as a tool of financial analysis; Working capital management (inventories, receivables, payables and cash operating cycle); Accounting for VAT; Taxation of individuals, partnerships and limited companies; Computer application in accounting.						
<b>Learning Outcomes</b>						
By the end of the module students will be able to:						
<ul style="list-style-type: none"> <li>• Distinguish financial accounting from other kinds of accounting of the enterprise.</li> <li>• Understand and apply the system of double entry accounting.</li> <li>• Acquire the methodological skills to capture transactions from all major functional areas of the company accounting practices.</li> <li>• Learn how changes in inventory on balance sheet accounts and income and expenses are to be charged on profit and loss accounts.</li> <li>• Attain professional skills for preparing annual Income statements and balance sheets/SOFP.</li> <li>• Implement accounting techniques through individual study as well as collaboration through different accounting cases in class sessions, to expand individual and social competencies.</li> </ul>						

<b>Precondition(s)</b>	Introduction to Business Administration	
<b>LITERATURE</b>		
<b>Required</b>		
Atrill. P., & Mc Lanney. E. Accounting and Finance for non-specialists. 6 <sup>th</sup> ed. Davies. J. & Dodge. R. Foundations of Business Accounting. 2 <sup>nd</sup> ed.		
<b>Recommended</b>		
Davies. T. & Crawford. I. (2011). Business Accounting and Finance. 1 <sup>st</sup> ed. Prentice Hall. McLaney. E. & Atrill. P. (2012). Accounting: An Introduction with My Accounting Lab. 6 <sup>th</sup> ed. Prentice Hall.		
<b>Mode of Teaching and Learning</b>		
Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination.		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
Written exam	1	100 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Mathematic and Statistics

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 765	Obligatory	2	65	85	150	5
<b>Lecturer</b>			Goran Rafajlovski, Nikolai Bunzmann			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The aim of the course is to equip students with facts, intuitive skills, and other competencies necessary to critically read econometric research produced by others and to conduct independent econometric research. The student will grow in their verbal, written and communication skills.</p>						
<p><b>Content of the Module</b></p> <p>Mathematics for economists; Sequences and series (calculation of interest and compound interest, calculation of bonds, calculation of repayment, applied examples of financial mathematics, matrix calculation, linear equation system, linear optimization, differential calculation, excursion; commercial calculation); Statistics (Fundamentals, marking of empiric distributions, regression and correlation analysis, inductive statistics, exemplary specializations).</p>						
<p><b>Learning Outcomes</b></p> <p>By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the importance of using mathematics and statistics as a tool for planning and decision making when dealing with problems of economic and business.</li> <li>• Explain different formulas behind financial ratios, interest calculations and other important financial concepts.</li> <li>• Apply basic econometric methods as tools (including modern software package (R) for data analyses.</li> <li>• Estimate economic and social relationships to test hypotheses by using real data.</li> <li>• Evaluate and interpret business information and results in a quantitative context.</li> </ul>						
<b>Precondition(s)</b>		-				

**LITERATURE****Required**

Sturm. G. Introduction to Probability and statistics: Theory and Practice. (part 1). Sturm. G. Introduction to Probability and statistics: Theory and Practice. (part 2). Miller. D., Salzman. S., & Clendenen. C. Business Mathematics. Latest/11<sup>th</sup> ed.

Laughbaum. E. & Seidel. K. (2009). Business math Excel application. 2<sup>nd</sup> ed. Pearson Education.

**Recommended****Mode of Teaching and Learning**

Combination of lecture, exercises, active participation, quizzes, activities, case analysis, and examination.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	100 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Basic of Information Technology

Code	Type of the Module	Semester	Contact hours	Self study hours	Hours Total	Credits (ECTS)
L <sup>o</sup> 764	Obligatory	I / II	65	85	150	5
<b>Lecturer</b>			Goran Rafajlovski, Peter Makiriyado			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>This module aims to introduce to the students the basic concepts of information technology, and its important role in the business environment. To enable them to use the simple principles of computer systems, databases, networking, and webpages.</p>						
<p><b>Content of the Module</b></p> <p>Basic concepts of data processing; Components of a computer system; Display of information; Software types; Application architectures; Basic Concepts databases and data modelling; Information and Knowledge Management; Basic concepts of business information systems; Internal company wide information systems; Fundamentals of Computer Networks (LAN, WAN, TCP / IP, and the Internet); Network security; Creating websites.</p>						
<p><b>Learning Outcomes</b></p> <p>After completing this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the most important topics that have to do with the operation of computer systems, the structure, the function, the databases, and their applications.</li> <li>• Describe and use basic computer communications, as well as comprehend simple theoretical principles of computer systems.</li> <li>• Develop, test, and implement small database applications.</li> <li>• Identify numerous applications of information and knowledge management.</li> <li>• Explain and differentiate important computer networks.</li> <li>• Create simple webpages.</li> </ul>						
<b>Precondition(s)</b>		-				

**LITERATURE****Required**

O'Brien, A.,J. & Marakas. M.,G. (latest/9<sup>th</sup> ed.). Management information systems. Boston. McGraw-Hill Irwin.

**Recommended****Mode of Teaching and Learning**

Combination of lecture, discussion, active participation, quizzes, activities, exercises, presentation, case study, and examination.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Written exam</b>	1	40 %
<b>Partial Examination</b>	1	20 %
<b>Presentation</b>	1	10 %
<b>Homework</b>	1	20 %
<b>Key analyses</b>	1	10 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Business English

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 749	Obligatory	I	65	85	150	5
<b>Lecturer</b>			Mary Moyles Johnson			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>The student will be able to hear and understand English spoken language; they will get familiar with business vocabulary and will use it in practice. They will be able to speak fluently and present themselves and their business in a professional way.</p>						
<p><b>Content of the Module</b></p> <p>Company descriptions (products, services); Socialize, engage in “small talk”; Call in a foreign language; Plan, attend or lead meetings (arranging and conducting of meetings, resolving conflicts); Understanding and writing different types of written notices and letters; Developing vocabulary.</p>						
<p><b>Learning Outcomes</b></p> <p>At the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Describe themselves and their organizations and a professional context.</li> <li>• Recognize intercultural differences and identify strategies to overcome them.</li> <li>• Confront and solve everyday communication situations in the professional environment.</li> <li>• Identify and describe products and services in an intercultural context.</li> <li>• Place calls, write effective business letters and compose messages in email or social media formats.</li> <li>• Report on and describe their business organization.</li> <li>• Conduct meetings or take a position as a participant in a session involving various professional topics.</li> <li>• Debate and express positions in negotiations, linguistically clearly and concisely.</li> <li>• Develop and apply strategies to promote individual or organizational interests.</li> <li>• Present project results and company profiles effectively.</li> </ul>						

<b>Precondition(s)</b>	Good knowledge of high school in English (B2)	
<b>LITERATURE</b>		
<b>Required</b>		
<p>Comfort. J. Effective Negotiating. Oxford University Press (latest ed.).          Lawas. A. Negotiations. Summetown Publishing.          Fisher. R. &amp; Ury. W. Getting to yes. Kennedy. G. The perfect Negotiation.</p> <p>Text from Spotlight, especially by KEN TAYLOR is director of training for CSCT Interpersonal Skills (www.csct.ltd.uk) in London and is co-author of The Vital Link (www.vitallink.net), a web-based, interactive communication skills package. He also writes each month in Spotlight.          KDK Communication recommends <i>Business Spotlight</i> to all course participants. English Grammar in Use; CUP Raymond Murphy.</p>		
<b>Recommended</b>		
<b>Mode of Teaching and Learning</b>		
Exercises, seminar, application, group discussion, presentation, teamwork, active practice of the elements.		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
Written exam	1	60 %
Assignment and Presentation	1	40 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Strategic Management I

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>oo</sup> 830	Obligatory	III	65	85	150	5
<b>Lecturer</b>			Renato Preza			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>To give students an outline of the basic principles involved in strategic management. In this module, students will be presented with multiple examples of strategic leadership based on well-known individuals. The nature of leading strategy will be discussed and compared to the different views and roles of management. This will lead to a consideration of personal and corporate vision and the holistic approach to management. It is also intended as an initial orientation in the role of taking responsibility in the organization and the issues involved in decision-making.</p>						
<p><b>Content of the Module</b></p> <p>Leadership approach and functions management; Characteristics of leaders, nature of leadership (good or bad leadership on the role of management); The importance of personal vision-identification of the personal aim, connections between personal, group, organizational and establishing of a society vision; Rudiments of management ideas, and comparison between scientific management with the needs of today; The decision making process; Directing vs. Empowering styles of management; Management systems and competencies; Management styles and organizational culture; Management styles, authority and accountability; Theories of communication; Optimal team structures; Human and organizational culture; Mechanistic and organic structure and contingency theory; Employment of networks of companies.</p>						
<p><b>Learning Outcomes</b></p> <p>At the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the effect and character of differing management styles.</li> <li>• Compare and differentiate the role of manager versus leader relating this to the organization with which they have become familiar in their first term practice phase.</li> <li>• Identify the importance and key role of communication and tools how to create, build and maintain effective teams.</li> <li>• Analyze their organization, including strategic strengths and weaknesses.</li> <li>• Identify factors relevant to organizational culture and structure, as well as the relevance of differing cultures on the survival and performance of the organization.</li> <li>• Analyze and present these issues in the form of an individual organizational analysis with considerable academic theory-based content.</li> </ul>						

<b>Precondition(s)</b>	Business Administration	
<b>LITERATURE</b>		
<b>Required</b> Textbook prepared by the instructor, handouts. Students are expected to find their own sources via books or internet research.		
<b>Recommended</b> Paton. R. (latest ed.). The New Management reader. London. John. A. (latest ed.). Inspiring Leadership. London.		
<b>Mode of Teaching and Learning</b> Lectures and through a case study working in groups studying a famous leader and making a class presentation of this. Lectures and through case study research based on their own organizations. Dialectic feedback and active participation in sharing first their business experiences are important components of this learning methodology.		
<b>TEACHING METHODOLOGY</b> Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Presentation</b>	1	30 %
<b>Individual Assignment</b>	1	40 %
<b>Group Assignment</b>	1	30 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Strategic Management II

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 831	Obligatory	IV	65	85	150	5
<b>Lecturer</b>			Renato Preza			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>This module aims to give students an outline of the basic principles involved in strategic management and an introduction into models for strategic change. The essential differences between strategies and tactics will be discussed and the importance of clearly differentiating between these two aspects.</p>						
<p><b>Content of the Module</b></p> <p>Strategic concepts and theories; The environment; Strategic capabilities and strategic purpose; Business strategy; Corporate strategy and diversification; International strategy.</p> <p>A major part of this module is working in a team to arrive at innovative idea, to construct a 'real' organization with a vision into realizable strategies and to be able to "sell" this idea to others.</p>						
<p><b>Learning Outcomes</b></p> <p>By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the key components of strategy that are used in organizational development.</li> <li>• Explore the importance of strategy, and the way these components can be analyzed scientifically.</li> <li>• Utilize relevant tools that can lead to above-average strategies and ensure the achievement of organizational goals.</li> <li>• Analyze organizations by using tools such as SWOT analysis, Porter's five forces, the PESTEL analysis, as well as an analysis of the organizational mission, vision, goals, and key competencies in competitive markets.</li> <li>• Identify the key role played by communication and the tools available to create, build, and maintain effective teams.</li> <li>• Analyze the student's organization to practice applying strategic tools.</li> <li>• Differentiate cultural and structural models and their relevance for the life and performance of the organization.</li> <li>• Present this in the form of an individual analysis with considerable academic (theory-based) content.</li> </ul>						

<b>Precondition(s)</b>	Business administration	
<b>LITERATURE</b>		
<b>Required</b>		
Johnson. G., Scholes. K. & Whittington. R. (2017/latest ed.). Fundamentals of Strategy. UK. Pearson (latest/4 <sup>th</sup> ed.).		
<b>Recommended</b>		
<b>Mode of Teaching and Learning</b>		
Lectures on strategic concepts with the expectation of critical discussion on the part of the students. A term paper of 3000-5000 words shall be produced by each student to a good academic standard which displays their knowledge and ability to apply this to a practical application with which they are familiar is an integral learn and examining element of this course.		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Presentation</b>	2	15% +20 %
<b>Assignment</b>	1	55 %
<b>Participation</b>	1	10 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Strategic Management III

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>oo</sup> 832	Obligatory	VI	65	85	150	5
<b>Lecturer</b>			Roy Jenkins			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>To introduce students to fundamental strategic marketing concepts required for strategic marketing in an international context and to provide the basic knowledge required making a marketing plan for an organization, taking into account the special considerations of international marketing. Special emphasis shall be placed on the practical application of marketing concepts as well as the importance and special relevance of marketing philosophies for small and medium-sized enterprises.</p>						
<p><b>Content of the Module</b></p> <p>International marketing strategy; Relation between international business and strategic marketing; Competition and collaboration; Diversification of strategies and portfolio of business; When to go international?; Competition and its relevance to marketing in general; International marketing; Costs and risks of international ventures; Internationalization vs. Globalization; Safety factors; Choice criteria of relevant markets; External audits; Competitor analysis; Customer issues and cultural considerations; Internal audits; The utility of E-commerce; Ethical issues related to managing a global supply chain / value chain; Additionally, basic marketing concepts and theories will be revised as necessary in an international context; The Marketing Mix in International Marketing; Product issues in both consumer and industrial markets; Standardization vs. Adaptation; Place issues, deciding how to enter a foreign market; Indirect exporting and its advantages; Direct exporting-domestic based sales representation; Overseas sales subsidiary; Licensing; Franchising; Joint Ventures; Direct Investment; Factors affecting choice of market entry method; Implications of market exit; International pricing systems and pricing corridors; Global brands, brand provenance and Country of Origin Effect; International marketing communications; Reorganizing for International Marketing; Centralization v. Decentralization; Strategic orientation of international organizations; Marketing planning fundamentals; Business Mission; The Marketing Audit; SWOT Analysis; Marketing objectives; Using segmentation theories in international marketing; Core Strategy – how objectives can be accomplished; Tests of an effective core strategy; Marketing mix decisions; Organization and implementation; Control; The rewards of marketing planning; Problems in making planning work; How to handle marketing planning problems.</p>						

**Learning Outcomes**

At the end of the module student will be able to:

- Build upon the work in marketing and strategy from previous semesters.
- Acquire more advanced knowledge and concepts regarding the structure and content of a marketing plan as well as special marketing methods.
- Create a comprehensive international marketing plan for their organization (or part of their organization).
- Identify and apply methods and strategies utilized when the organizations go international.
- Analyze and report real market entry situations.
- Make marketing management decisions based on a thoroughly academic analysis of one or more markets.

**Precondition(s)**

Marketing I and II, Strategic Management II

**LITERATURE****Required**

Johnson. G., Scholes. K. & Whittington. R. (2017). Fundamentals of Strategy. UK. Pearson (latest/4th ed.).  
My strategy Lab. UK. Pearson.

Morgan. G. (2006). Images of Organization. Prentice Hall.

**Recommended****Mode of Teaching and Learning**

Lecture, case study, discussion and problem solving.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

Studies during the module	Quantity	Percentage of the final grade
Written Exam	1	100 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Introduction to Research Methods

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°°763	Obligatory	I V	45 20	45 40	90 60	5
<b>Lecturer</b>			Peter Makiriyado, Nikolai Bunzmann			
<b>Language</b>			English			
<p><b>Aim of the Module</b> Students will acquire the basic characteristics of scientific papers and major epistemological positions and are familiar with basic science theoretical concepts. They know the phases of the research process and include an overview of the methods of empirical research.</p>						
<p><b>Content of the Module</b> Specific to Semester 1: Introducing to academic writing; Theory of science and methods of social research; Assignment for project reports; Characteristics and forms of scientific work; Choice and specification of the subject; Literature review and information evaluation; Definition of the structure and organization of work; Content and form of the manuscript; Methods of Social Research; Phases of the research process; Concept specification; Operational and measurement; Research design competitions; Data collection techniques. Specific to Semester 2: Project outline for thesis; Independent planning of a research process and developing research design (Expose) under guidance of the lecturer.</p>						
<p><b>Learning Outcomes</b> By the end of the module students will be able to:</p> <ul style="list-style-type: none"> <li>• Formulate a scientific problem to be processed.</li> <li>• Perform a structured literature review and make critical analyses of the source of the literature.</li> <li>• Develop an appropriate research design implementing that in the form of structured written report that meets scientific criteria.</li> <li>• Identify the different phases of research process especially hypothesis formation.</li> <li>• Apply (as individuals) various survey techniques (data collection) of the empirical research in context of project report and thesis writing (observation, survey, experiment, or content analysis).</li> <li>• Differentiate scientific theoretical positions scientific theoretical concepts as applied to business administration as a science.</li> <li>• Identify and distinguish between quantitative vs. qualitative types of research work.</li> <li>• Plan (independently) a research process suitable as possible thesis topic.</li> </ul>						

- Develop a research design (Expose) for the possible thesis topic (choice and specification of the topic, problem definition and goal formulation, literature search and information gathering, selection and development of a method of an analysis, determination of the structure and layout).
- Work on a research work using “Citavi”. The students know the procedure, and survey techniques (such as surveys, experiments, content analysis) of social research and can independently apply these in the context of project work and the dissertation. Group work, discussions and presentations increase following social and personal areas of expertise: Working in partnership, enforcement and persuasiveness, conflict resolution, active listening, verbal expressiveness, analytical capability and capacity for self-reflection.

<b>Precondition(s)</b>	-		
<b>LITERATURE</b>			
<b>Required</b>			
Ranjit. K. (latest ed.). Research Methodology: A step guide for beginners. London.			
Tuarabian. K. (latest ed.). A manual for writers of research Papers, Thesis and Dissertations. Chicago and London.			
St.Mary’s University of Minesota(2014). Qualitative vs quantitative research retrieved form. <a href="http://www2.smumn.edu/deptpages/tclibrary/tutorials/finding/qualitative.php">http://www2.smumn.edu/deptpages/tclibrary/tutorials/finding/qualitative.php</a>			
Swales & Feak (latest ed.). Academic writing for graduated students. University of Michigan, Press			
Weissberg & Buker.(latest ed.). Writing up research. Prentice Hall Regents.			
<b>Recommended</b>			
<b>Mode of Teaching and Learning</b>			
Seminar, individual work and study			
<b>TEACHING METHODOLOGY</b>			
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.			
<b>ASSESSMENT</b>			
	<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
	<b>Written Exam</b>	1	60 %
	<b>Term paper</b>	1	40 %
	<b>Total Percentage / Grade</b>		100 %

## Module Description: Intercultural Communication, Presentation and Project Management

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°760	Obligatory	II	65	85	150	5
<b>Lecturer</b>			Roy Atwood, Andrea Ardueser			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>This course is an introduction to basic concepts of communication, communication models and skills, (including intercultural communication and how it relates to the global business workplace) the role and importance of a good presentation and how to prepare a scientific presentation. The basics for the project management will be introduced as well.</p>						
<p><b>Content of the Module</b></p> <p>Basics of communication; Overview of communication models; Intercultural communication history and competence (task and goals); Planning and organization process of communication as a part of the culture of the whole enterprise; Basic elements of management process of IC; Cooperation skill and conflict management; Interview techniques; Change skills for work and working, dealing with emotion; Moderation, presentation, discussion, argumentation, and negotiation techniques.</p> <p>Presentation skills:</p> <p>Application areas and objectives of a presentation; Presentation of dramaturgy; Use of media and visualization; Nonverbal communication (Body language, facial expression, and gestures-dealing with stage fright); Discussion fashion ration; Follow-up of presentation-specifics: the scientific presentation.</p> <p>Project Management:</p> <p>Basics Project and Project Management; Phases of project management (project design and project implementation); Project organization; Leadership and project teams; Operating vs. strategic project management; Planning of project schedules; Project costs and project resources; Project control communicative peculiarities in projects supporting change processes.</p> <p><b>Learning Outcomes</b></p> <p>In the end of module students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand basic terminology such as culture, communication, corporate culture, diversity, models in communication, presentation, and project management.</li> <li>• Recognize cultural features, communication models, their own communication strengths and potential to reflect the communication behavior itself and use all the aspects in a corporate context.</li> </ul>						

- Demonstrate acquired knowledge and techniques for the systematic relationship between theory and practice in the global workplace.
- Develop a sense of conflictual topics of conversation and know how to deal with them.
- Demonstrate knowledge, skills, and attitudes on how to cope with changes in the working and professional lives independently, creatively, and anticipatory.
- Strengthen their communication and presentation skills by means of practical examples, exercises and role plays to apply in practical training phases.
- Analyze and evaluate a company operating as a social system with its communication and interaction processes.
- Learn their own work, especially in project form, structure and organize itself.
- Understand and apply strategies, tools, and principles of successful planning, organization, management, and control of projects during their work groups.
- Assess through different cases, their progress in communicative, presentation skills and project work and give independent view and conclusions.

<b>Precondition(s)</b>	Research Methods module	
<b>LITERATURE</b>		
<b>Required</b>		
Varner. I. & Beamer. L. (latest ed.). Intercultural Communication in the Global Workplace. 5th ed. Boston.		
Burke. R. (latest ed.). Project Management. England. Wiley.		
Passenheim, O. Project Management. Germany. Bookboon.com. Ajam.		
A., Mounir. Project Management. Germany. Bookboon.com.		
<b>Recommended</b>		
Catmull. E. (latest ed.). How Pixar Fosters Collective Creativity.		
Ghosn. C. (latest ed.). Saving Business Without Losing the Company. Yunus. M. (latest ed.). The Grameen Bank.		
Samovar. L. & Porter. R. Intercultural Communication.		
<b>TEACHING METHODOLOGY</b>		
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
<b>Presentation</b>	1	30 %
<b>Project work assignment</b>	1	40 %
<b>Written exam</b>	1	30 %
<b>Total Percentage / Grade</b>		100 %

## Module Description: Practical Training I

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>o</sup> 880	Obligatory	I	5	145	150	5
<b>Lecturer</b>			Renato Preza			
<b>Language</b>			English			
<p><b>Aim of the Module (PT1 in Material Management I)</b>            Practical application of the knowledge acquired during the theoretical quarters, describe, and document the general orientation of the company, understand general aspects of material management and marketing and sales in their company, select a problem to be solved in form a project and write the project report as a scientific paper.</p>						
<p><b>Content of the Module</b>            Understand and document the company's fundamentals of material management, production management and logistics (organization – disposition – purchase – inventory control – fundamentals of production- production planning and control-logistic).</p>						
<p><b>Learning Outcomes</b>            In the end of PT1 student will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the material flow and different material management functions of the company.</li> <li>• Understand the purchasing policy/ strategy of the company.</li> <li>• Explain how purchasing and logistic activities are integrated into the organizational structure of the company.</li> <li>• Apply techniques for inventory, warehouse, and distribution management in their specific condition of the company.</li> <li>• Apply the key performance figures to measure the effects of purchasing, e.g. the contribution to the achievement of objectives.</li> <li>• Explain processes and methods to select appropriate suppliers.</li> <li>• Analyze the policy for supplier relation management.</li> <li>• Select and conduct a study on a “problem to be solved” in the field of PT1 in company.</li> <li>• Describe the problem and formulate the theme of the project report.</li> </ul>						

<b>Precondition(s)</b>	Theoretical modules on the respective subjects.
<p><b>LITERATURE</b></p> <p><b>Required</b></p> <p>Arnold. T., Chapman. N., Clive. L. (latest ed.). Introduction to materials management. (7th ed).  Monczka. R., Handfield. R., Giunipero. L., Patterson. J. &amp; Waters. D. (2010). Purchasing and Supply Chain Management. UK.  Kotler P et al.. Marketing Management. (latest ed.). Pearson. Burke. R. (latest). Project Management. England. Wiley.  Passenheim. O. Project Management. Germany. Bookboon.com. Ajam. A., Mounir. Project Management. Germany. Bookboon.com.  Other hand-outs (articles, case studies, etc.) from the module "Research Work". Hand – outs on general project management.</p> <p><b>Recommended</b></p>	
<p><b>Mode of Teaching and Learning</b></p> <p>The practical training should be done in the diverse departments of the enterprise, which are responsible for the functional areas of material management. It should be concentrated on the fields of information, cooperation in daily business respective routine work and the realization of project tasks in the student's own responsibility.</p> <p>The coaches are obligated to discuss with the students the tasks of the department and the objectives of the forthcoming practical training.</p> <p>Regular information exchanges between university and company should take place during Practical Training, especially for the definition of the title of the project work and the final assessment.</p>	
<p><b>TEACHING METHODOLOGY</b></p> <p>On job training, coached by professionals.</p>	
<p><b>ASSESSMENT</b></p> <p><b>No grading, only "passed" or "not passed".</b></p>	

## Module Description: Practical Training II

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L° 880	Obligatory	II	5	145	150	5
<b>Lecturer</b>			Renato Preza			
<b>Language</b>			English			
<p><b>Aim of the Module (PT2 in Marketing &amp; Sales)</b></p> <p>Practical application of the knowledge acquired during the theoretical quarters, describe and document the general orientation of the company, understand general aspects of material management and marketing and sales in their company, select a problem to be solved in form a project and write the project report as a scientific paper.</p>						
<p><b>Content of the Module</b></p> <p>Understand and document the company's fundamentals of marketing and sales (main markets, customers, sales organization, marketing, public relation).</p>						
<p><b>Learning Outcomes</b></p> <p>Specific to Semester 1 "Function material management". In the end of PT2 student will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the markets and customers of the company and their needs.</li> <li>• Describe the sales organization and the main sales as well as public relation activities.</li> <li>• Understand the importance of the marketing strategy and explain how it is implemented.</li> <li>• Analyze and cost of marketing in relation to the total cost of the product.</li> <li>• Solve selected the problem in the company in the format of a project work.</li> <li>• Write the project report according to scientific criteria.</li> <li>• Describe the problem and formulate the theme of the project report.</li> </ul>						

<b>Precondition(s)</b>	Theoretical modules on the respective subjects.
<p><b>LITERATURE</b></p> <p><b>Required</b>  Arnold. T., Chapman. N., Clive. L. (latest ed.). Introduction to materials management.  Monczka. R., Handfield. R., Giunipero. L., Patterson. J. &amp; Waters. D. (latest ed.). Purchasing and Supply Chain Management. UK.  Kotler, P et al.. Marketing Management. (latest ed.) Pearson.  Burke. R. (latest ed.). Project Management. England. Wiley.  Passenheim. O. Project Management. Germany. Bookboon.com. Ajam. A., Mounir. Project Management. Germany. Bookboon.com.  Other hand-outs (articles, case studies, etc.) from the module "Research Work". Hand – outs on general project management.</p> <p><b>Recommended</b></p>	
<p><b>Mode of Teaching and Learning</b></p> <p>The practical training should be done in the diverse departments of the enterprise, which are responsible for the functional areas of marketing and sales. It should be concentrated on the fields of information, cooperation in daily business respective routine work and the realization of project tasks in the student's own responsibility.</p> <p>The coaches have to discuss with the students the tasks of the department and the objectives of the forthcoming practical training.</p> <p>Regular information exchanges between university and company should take place during Practical Training, especially for the definition of the title of the project work and the final assessment.</p>	
<p><b>TEACHING METHODOLOGY</b></p> <p>On job training, coached by professionals.</p>	
<p><b>ASSESSMENT</b></p> <p><b>No grading, only "passed" or "not passed".</b></p>	

## Module Description: Practical Training III

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 882	Obligatory	III	5	145	150	5
<b>Lecturer</b>			Renato Preza			
<b>Language</b>			English			
<p><b>Aim of the Module</b> (PT3 in Financial Accounting) Practical application of the knowledge acquired during the theoretical quarter, in the functions of accounting.</p>						
<p><b>Content of the Module</b> To understand the general context of the company and how the company has implemented the theoretical principles. Organization-cost and profit accounting-investment and financing, current account/ balance sheet accounting.</p>						
<p><b>Learning Outcomes</b> At the end of this internship the students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the way the accounting is organized, and the principles of accounting applied.</li> <li>• Explain the budget processes and the way the budget is established.</li> <li>• Identify the procedures used to control debtors. Discuss the way that information for the regular account is collected.</li> <li>• Interpret the cash flow of the company.</li> <li>• Analyze the way that the monthly accounts are used to control operation.</li> <li>• Analyze the P&amp;L sheet (including cost position) and the position of the balance sheet.</li> <li>• Assess the importance of financial information for different management meetings and the kinds of these meetings held for discussion on the progress against budget.</li> <li>• Select a problem to solve in the company and formulate the project title.</li> </ul>						

<b>Precondition(s)</b>	Practical Training II	
<p><b>LITERATURE</b></p> <p><b>Required</b>  Specific literature according to the project work. To be determined by the recommendations of the HEI Nehemiah Gateway.  Atrill. P., &amp; Mc Lanney. E. Accounting and Finance for non-specialists. (2021) 10<sup>th</sup> ed. Davies. J. &amp; Dodge. R. Foundations of Business Accounting. 2<sup>nd</sup> ed.  Atrill. P. &amp; McLaney.E. (2013). Accounting and Finance for Non-Specialists. 8<sup>th</sup> ed. New York: Prentice</p> <p><b>Recommended</b>  Davies. T. &amp; Crawford. I. (2011). Business Accounting and Finance. 1<sup>st</sup> ed. Prentice Hall.  McLaney. E. &amp; Atrill. P. (2012). Accounting: An Introduction to My Accounting Lab. 6<sup>th</sup> ed. Prentice Hall.</p>		
<p><b>Mode of Teaching and Learning</b></p> <p>There is a focus on application of the theoretical knowledge of the specific content of the module in practice. Students will be encouraged to solve practical problems of medium difficulty, to take part in professional discussions and give the right feedback. The practical training in the diverse departments of the enterprise should be concentrated on the fields of information, cooperation in daily business respective routine work and the realization of project tasks in the student's own responsibility. The coaches are to discuss with the students the tasks of the department and the objectives of the forthcoming practical training. Regular information exchanges and finally a concluding assessment should take place in the course of the practical training.</p>		
<p><b>TEACHING METHODOLOGY</b></p> <p>On job training, coached by professionals.</p>		
<p><b>ASSESSMENT</b></p>		
<p style="text-align: center;"><b>Studies during the module</b></p>	<p style="text-align: center;"><b>Quantity</b></p>	<p style="text-align: center;"><b>Percentage of the final grade</b></p>
<p><b>Project report presentation</b></p>	<p style="text-align: center;">1</p>	<p style="text-align: center;">100%</p>

## Module Description: Practical Training IV

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L°° 882	Obligatory	IV	5	145	150	5
<b>Lecturer</b>			Renato Preza			
<b>Language</b>			English			
<p><b>Aim of the Module (PT3 in Financial Accounting)</b>            Practical application of the knowledge acquired during the theoretical quarter, in the functions of HR Management and Organization.</p>						
<p><b>Content of the Module</b>            To understand the general context of the company and how the company has implemented the theoretical principles.            General understanding of organization, and human resources management; Organization of processes; Staff management; Organization staff planning and recruitment; Staffs care; Human resource development; Staff administration; Wage and salary administration; Labor law; Industrial safety; Accident prevention and environmental protection.</p>						
<p><b>Learning Outcomes</b>            At the end of this internship the students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the company organizational structure.</li> <li>• Describe the main business processes and the relation to the chart.</li> <li>• Explain the HR policy, and the main functions and the organization of the HR department.</li> <li>• Analyses the HR planning and recruitment process.</li> </ul>						
<b>Precondition(s)</b>		Practical Training III				
<p><b>LITERATURE</b></p> <p><b>Required</b>            Specific literature according to the project work. To be determined by the recommendations of the HEI Nehemiah Gateway.            Atrill. P., &amp; Mc Lanney. E. Accounting and Finance for non-specialists. 6<sup>th</sup> ed. Davies. J. &amp; Dodge. R. Foundations of Business Accounting. (Latest ed.)            Atrill. P. &amp; McLaney.E. (2013). Accounting and Finance for Non-Specialists. 8<sup>th</sup> ed. New York: Prentice</p> <p><b>Recommended</b>            Davies. T. &amp; Crawford. I. (2011). Business Accounting and Finance. 1<sup>st</sup> ed. Prentice Hall.            McLaney. E. &amp; Atrill. P. (2012). Accounting: An Introduction with My Accounting Lab. 6<sup>th</sup> ed. Prentice Hall.</p>						

## Module Description: Practical Training V

Code	Type of the Module	Semester	Contact hours	Self-study hours	Hours Total	Credits (ECTS)
L <sup>oo</sup> 881	Obligatory	V	5	145	150	10
<b>Lecturer</b>			Renato Preza, Nikolai Bunzmann			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>Students gather in the practical phases of the third-year in-depth work experience and can identify and evaluate operational relationships between the business and functional areas. They apply directly in practice the problem-solving methods to complex situations and develop their social, methodological, and personal skills.</p> <p>Specific goals of PT5: To enable students to understand what their role in a company could be, to select the specific subject of specialization and deepen their academic and practical knowledge. To understand the context of the thesis and develop first ideas for its final Concept.</p>						
<p><b>Content of the Module</b></p> <p>Specific to Semester V: Based on personal ambition: specialization in one of the functions offered by the Faculty (material and production management, marketing, finance, accountancy and controlling, human resources management and organization.</p> <p><b>Learning Outcomes</b></p> <p>At the end of PT5 student will be able to:</p> <ul style="list-style-type: none"> <li>• Orally explain the fundamentals of the chosen specialization subject.</li> <li>• Describe how these fundamentals are applied in the company.</li> <li>• Identify in cooperation with his coach the practical problem to be solved in company and define the possible research question for his/her thesis.</li> <li>• Select and argue the appropriate methodology to be used and explain steps on the achievements.</li> <li>• Describe the background and goal of their thesis, the expected results, the major milestones and the necessary sources and stakeholders in form of an exposé.</li> </ul>						

<b>Precondition(s)</b>			Practical Training IV
<b>LITERATURE</b>			
<b>Required</b>			Specific literature according to selected specialization to be determined by the recommendations of the HEI Nehemiah Gateway.
<b>Recommended</b>			
<b>Mode of Teaching and Learning</b>			Training on the job in the departments of the companies, corresponding with the content of the selected specialization, project work, seminars, and workshops.
<b>TEACHING METHODOLOGY</b>			On job training, coached by professionals.
<b>ASSESSMENT</b>			
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>	
Oral exam PT 5	1	100%	

## Module Description: Practical Training VI

Code	Type of the Module	Semester	Contact hours	Self study hours	Hours Total	Credits (ECTS)
L°° 882	Obligatory	VI	5	145	150	0
<b>Lecturer</b>			Renato Preza, Nikolai Bunzmann			
<b>Language</b>			English			
<p><b>Aim of the Module</b></p> <p>Students gather in the practical phases of the third-year in-depth work experience and can identify and evaluate operational relationships between the business and functional areas. They apply directly in practice the problem-solving methods to complex situations and develop their social, methodological, and personal skills.</p> <p>Specific goal PT6: By writing the thesis the student shall prove that he/she has the necessary expertise and methodology to solve a professional research question. The student shall further demonstrate that he/she can analyze and structuring the question, planning how to answer it and summarize the findings in a comprehensive report.</p>						
<p><b>Content of the Module</b></p> <p>Specific to semester VI: This is the period when students go deeply in specialization in selected function and write the thesis.</p> <p><b>Learning Outcomes</b></p> <p>During the writing the thesis students will be able to demonstrate that they can:</p> <ul style="list-style-type: none"> <li>• Demonstrate thorough and comprehensive professional knowledge.</li> <li>• Work analytically and systematically.</li> <li>• Identify and apply appropriate research methodology.</li> <li>• Judge and apply appropriate problem-solving and project management techniques.</li> <li>• Demonstrate in-depth knowledge of the specific processes of the company.</li> <li>• Implement theoretical solutions into practice (or recommendations).</li> <li>• Document in a systematic fashion the research process as well as the findings.</li> <li>• Demonstrate communication competence by presenting and defending the findings orally.</li> </ul>						

<b>Precondition(s)</b>	Practical Training V	
<b>LITERATURE</b>		
<b>Required</b>		
Specific literature according to selected specialization to be determined by the recommendations of the HEI Nehemiah Gateway.		
<b>Recommended</b>		
<b>Mode of Teaching and Learning</b>		
Training on the job in the departments of the companies, corresponding with the content of the selected specialization, project work, seminars, and workshops.		
<b>TEACHING METHODOLOGY</b>		
On job training, coached by professionals.		
<b>ASSESSMENT</b>		
<b>Studies during the module</b>	<b>Quantity</b>	<b>Percentage of the final grade</b>
Bachelor Thesis defense	1	100%